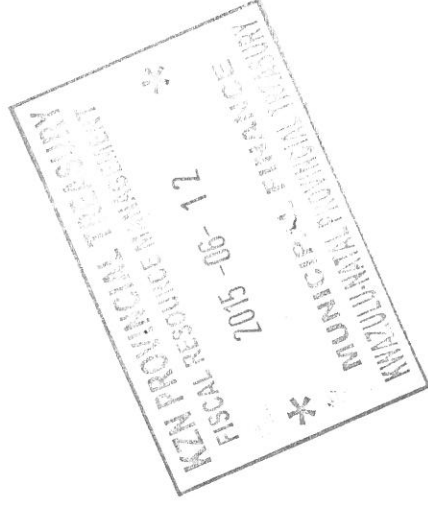
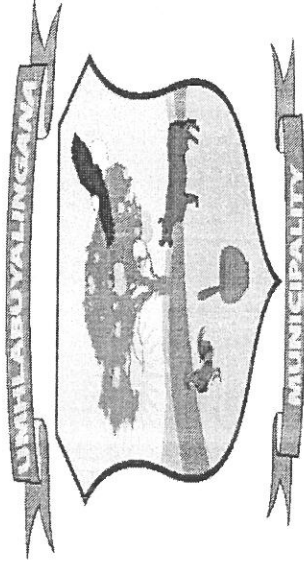


# UMHLABUYALINGANA MUNICIPALITY



**KZN 271 CIRCULAR 13 MFMA SDBIP 2015-2016**

**SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN**

**(S D B I P)**

**2015-16 BUDGET YEAR**

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## Introduction

Section 1 of the Municipal Finance Management Act (No.56 of 2003) defines the SDBIP as:

“A detailed plan approved by the mayor of a municipality in terms of section 53

(1)© (ii) For implementing the municipality’s delivery of services and the execution of its annual budget and which must include (as part of the top-layer) the following:

- (a) Projections for each monthly of-
  - (i) Revenue to be collected, by source; and
  - (ii) Operational and capital expenditure, by vote;
- (b) Service delivery targets and performance indicators for each quarter.

The municipal manager is responsible for the preparation of the SDBIP, which must be legally submitted to the mayor for approval once the budget has been approved by the council (around end-May or early-June).

However, the municipal manager should start the process to prepare the top-layer of the SDBIP no later than the tabling of the budget (around March or earlier) and preferably submit a draft SDBIP to the mayor by 1 May (for initial approval). Once the budget is approved by the Council, the municipal manager should merely revise the approved draft SDBIP, and submit for final approval within 14 days after the approval of the budget. The mayor should therefore approve the final SDBIP and performance agreement of the municipal manager public within 14 days, preferably before 1 July. Note that it is only the top layer (of high-level) detail of the SDBIP that is required to be made public.

It is the output and goals made public in the SDBIP that will be used to measure performance on a quarterly basis during the financial year. Note that such in-year monitoring is meant to be a light form of monitoring. The council should reserve its oversight role over performance at the end of the financial year, when the mayor tables the annual report of the municipality. The in-year monitoring is designed to pick up major problems only, and aimed at ensuring that the mayor and municipal manager are taking corrective steps when any unanticipated problems arise. The SDBIP serves a critical role to focus both the administration and council on outputs by providing clarity of service delivery expectations, expenditure and revenue requirements, service delivery targets and performance indicators.

The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councilors, municipal manager, senior managers and community. A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality. The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manager and the municipal manager and senior managers determined at the start of every financial year and approved by the mayor. It must also be consistent with outsourced service delivery agreements such as municipal entities, public-private partnership, service contracts and the like.

### The SDBIP concept

Municipal managers are encouraged to develop the SDBIP concept further so that it is meaningful and useful to managers. Many municipal managers will already have some form of management plan and the challenge is to develop such management plans as a SDBIP.

Whilst the budget sets yearly service delivery and budget targets (revenue and expenditure per vote), it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-of-year targets must be based on quarterly and monthly targets, and the municipal manager must ensure that the budget is built around quarterly and monthly information. Being a start-of-year planning and target tool, the SDBIP gives meaning to both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and end-of-year annual reports.

The SDBIP is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used. The SDBIP indicates the responsibilities and outputs for each of the senior managers in the top management team, the inputs to be used, and the time deadlines for each output. The SDBIP will therefore determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. The SDBIP should also provide all expenditure information ((for capital projects and services) per municipal ward, so that each output can be broken down per ward, where this is possible, to support ward councilors in service delivery information.

The SDBIP is also a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipal financial year. This enables the mayor and the municipal manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible.

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The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery.

Being a management and implementation plan (and not a policy proposal), the SDBIP is not required to be approved by the council; it is however tabled before council and made public for information and for the purpose of monitoring. The SDBIP should be seen as a dynamic document that may (at lower layers of the plan) be continually revised by the municipal manager and other top managers, as actual performance after each month or quarter is taken into account. However, the top-layer of the SDBIP and its targets cannot be revised without notifying the council, and if there is to be changes in the service delivery targets and performance indicators, this must be with the approval of the council, following approval of an adjustment budget (section 54(1)(c) of MFMA). This council approval is necessary to ensure that the mayor of municipal manager do not revise service delivery targets downwards in the event where there is poor performance.

### Timing and Methodology for Preparation of the SDBIP

Section 69 (3)(a) of the MFMA requires the accounting officer to submit a draft SDBIP to the mayor no later than 14 days after the approval of the budget and drafts to the performance agreement as required in terms of the section 57 (1)(b) of the municipal Systems Act. The mayor in accordance with section 53(1) (c) (ii) of the MFMA.

These are legal requirements and deadlines limits to assist a municipality to comply with the law-however, best practice suggests that this be done earlier by municipalities, starting with senior managers to draw up their second layer departmental SDBIPs in the early stages of the planning and budget preparation process in line with the strategic direction set in the IDP. The mayor and municipal manager should lead this process.

The municipality should ideally publish its draft SDBIP with its draft budget, or soon after as supporting documentation to assist its budget hearings process normally held at the end of March or in April. As noted above, the SDBIP should be submitted to the mayor by 1 May at the latest. If the draft SDBIP is to be provided for the budget hearings, the municipality may want to bring this date forward, or provide departmental SDBIPs as supporting information to the relevant committee around the end of March. In this case, the mayor will need to approve such departmental of draft SDBIP by mid-March. It should be noted that it is up to the municipality to determine extra detail, ad whether they wish to bring forward their deadlines for submission and approval. A municipality could also opt to have a high level SDBIP complete with ward break-downs for tabling and publication, but may also in addition make available lower layer departmental SDBIPs and other information as requested by council.

With careful planning of the budget process it may be possible for the mayor to approve the SDBIP on less than 7 days after the council approves the budget. Legally, to take into account of possible revisions to the budget, the Act allows for this to occur not later than 28 days after budget approval.

The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through section 71 monthly reports, and evaluated through the annual report process.

# Monthly Projections of Revenue by Source

Monthly Projections by Source	July 2014 R'00	Aug 2014 R'00	Sept 2014 R'00	Oct 2014 R'00	Nov 2014 R'00	Dec 2014 R'00	Jan 2015 R'00	Feb 2015 R'00	March 2015 R'00	April 2015 R'00	May 2015 R'00	June 2015 R'00	TOTAL AMOUNT
Property Rates	1,738,079	1,738,079	1,738,079	1,738,079	1,738,079	1,738,079	1,738,079	1,738,079	1,738,079	1,738,079	1,738,079	1,738,079	20,856,950
Revenue forgone Property Rate	69,833	69,833	69,833	69,833	69,833	69,833	69,833	69,833	69,833	69,833	69,833	69,833	(838,000)
Traffic Fines	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	400,000
Licensing (Leasers)	329,977	329,977	329,977	329,977	329,977	329,977	329,977	329,977	329,977	329,977	329,977	329,977	3,959,720
Services charged - waste	6,775	6,775	6,775	6,775	6,775	6,775	6,775	6,775	6,775	6,775	6,775	6,775	81,302
Interest & Investment Income	409,216	409,216	409,216	409,216	409,216	409,216	409,216	409,216	409,216	409,216	409,216	409,216	4,910,595
Transfer operational	33,729,500	-	-	30,999,500	-	-	30,999,500	-	-	30,999,500	-	-	126,728,000
Rent of Facilities & Equipment	25,570	25,570	25,570	25,570	25,570	25,570	25,570	25,570	25,570	25,570	25,570	25,570	306,834
Interest on outstanding Debt	57,560	57,560	57,560	57,560	57,560	57,560	57,560	57,560	57,560	57,560	57,560	57,560	690,714
Other income	6,863	6,863	6,863	6,863	6,863	6,863	6,863	6,863	6,863	6,863	6,863	6,863	82,351
Capital Grants	36,406,706	2,677,206	2,677,206	33,676,706	2,677,206	2,677,206	33,676,706	2,677,206	2,677,206	33,676,706	2,677,206	2,677,206	157,178,466
	16,275,667	-	-	-	16,275,667	-	-	-	-	-	16,275,667	-	48,827,000.00
Total Revenue By Source (Balanced to Cash Flow)	52,682,373	2,677,206	2,677,206	33,676,706	18,952,873	2,677,206	33,676,706	2,677,206	2,677,206	33,676,706	18,952,873	2,677,206	206,005,466



## Monthly Projections of Revenue &amp; Expenditure by Vote

	July			August			September			October			November			December		
	Opex R'00	Capex R'00	Revenue R'00	Opex R'00	Capex R'00	Revenue R'00	Opex R'00	Capex R'00	Revenue R'00	Opex R'00	Capex R'00	Revenue R'00	Opex R'00	Capex R'00	Revenue R'00	Opex R'00	Capex R'00	Revenue R'00
<b>Expenditure and Revenue by Vote</b>																		
Department - Executive and Council																		
Vote Council	1,340,300	-	-	1,340,300	-	-	1,340,300	-	-	1,340,300	-	-	1,340,300	-	-	1,340,300	-	-
Vote Management	333,153	-	-	1,515,533	-	-	1,765,533	-	-	1,765,533	-	-	1,765,533	-	-	1,765,533	-	-
Department - Finance																		
Vote Budget and Treasury Office	892,300	-	82,870,481	2,286,264	25,000	3,095,591	2,286,264	25,000	2,165,591	2,286,264	25,000	2,165,591	2,286,264	25,000	42,544,924	2,286,264	25,000	2,165,591
Department - Corporate Services																		
Vote Administration and HR	549,004	-	-	1,002,540	25,000	-	1,002,540	25,000	-	1,002,540	25,000	-	1,002,540	25,000	-	1,002,540	25,000	-
Department - Planning & Development																		
Vote Technical Services	475,109	-	16,275,667	2,636,043	7,012,864	-	2,636,043	7,012,864	-	2,636,043	7,012,864	16,005,000	2,636,043	7,012,864	16,275,667	2,636,043	7,012,864	-
Department - Community Services																		
Vote Community & Social Services	1,067,372	-	7,578	1,951,851	-	6,775	1,951,851	-	6,775	1,951,851	-	6,775	1,951,851	-	6,775	1,951,851	-	6,775
Vote Library	118,931	-	2,550	161,401	-	523,863	161,401	-	1,863	161,401	-	1,863	161,401	-	523,863	161,401	-	1,863
Vote Traffic Department	442,159	-	385,160	755,146	-	363,310	755,146	-	363,310	755,146	-	363,310	755,146	-	363,310	755,146	-	363,310
Department - LED																		
Vote LED	337,459	-	-	777,947	431,333	-	777,947	-	-	777,947	-	-	777,947	431,333	-	777,947	-	-
<b>Total By Vote</b>	5,555,787	-	99,541,436	12,427,025	7,494,197	3,989,539	12,677,025	7,062,864	2,537,539	12,677,025	7,062,864	18,542,539	12,677,025	7,494,197	59,714,539	12,677,025	7,062,864	2,537,539

## Monthly Projections of Revenue &amp; Expenditure by Vote

	January			February			March			April			May			June		
	Opex R'00	Capex R'00	Revenue R'00	Opex R'00	Capex R'00	Revenue R'00	Opex R'00	Capex R'00	Revenue R'00	Opex R'00	Capex R'00	Revenue R'00	Opex R'00	Capex R'00	Revenue R'00	Opex R'00	Capex R'00	Revenue R'00
<b>Expenditure and Revenue by Vote</b>																		
Department - Municipal Managers Office																		
Vote Council	1,340,300	-	-	1,340,300	-	-	1,340,300	-	-	1,340,300	-	-	1,340,300	-	-	1,340,300	-	-
Vote Management	1,801,063	-	-	1,515,533	-	-	1,515,533	-	-	1,515,533	-	-	1,515,533	-	-	1,515,533	-	-
Department - Finance																		
Vote Budget and Treasury Office	1,017,997	27,106	674,710	2,286,264	25,000	2,165,591	2,286,264	40,404,333	2,165,591	2,286,264	25,000	2,165,591	2,286,264	25,000	2,165,591	2,286,264	25,000	2,165,591
Department - Corporate Services																		
Vote Administration & HR	965,939	-	-	1,002,540	25,000	-	1,002,540	25,000	-	1,002,540	25,000	-	1,002,540	25,000	-	1,002,540	25,000	-
Department - Technical																		
Vote Planning & Development	1,923,076	4,138,159	-	2,636,043	7,012,864	-	2,636,043	7,012,864	16,275,667	2,636,043	7,012,864	16,275,667	2,636,043	7,012,864	16,275,667	2,636,043	7,012,864	-
Department - Community Services																		
Vote Community & Social Services	79,424	-	6,647	1,951,851	-	6,775	1,951,851	-	6,775	1,951,851	-	6,775	1,951,851	-	6,775	1,951,851	-	6,775
Vote Library	1,692,473	-	2,460	161,401	-	523,863	161,401	-	1,863	161,401	-	1,863	161,401	-	523,863	161,401	-	1,863
Vote Traffic	499,195	-	357,340	755,146	-	363,310	755,146	-	363,310	755,146	-	363,310	755,146	-	363,310	755,146	-	363,310
Department - LED																		
Vote LED	552,286	145,998	-	777,947	431,333	-	777,947	-	-	697,046	-	-	777,947	-	-	777,947	-	-
<b>Total By Vote</b>	9,671,773	4,311,263	1,041,157	12,427,025	7,494,197	3,059,539	12,427,025	47,442,197	18,813,205	12,346,124	7,062,864	2,537,539	12,427,025	7,062,864	2,537,539	12,077,245	7,062,864	2,537,539

## CASH FLOW (BUDGET): 2015-2016

	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTALS
Bank balance		25,054,602	16,629,705	8,204,808	30,529,411	22,104,513	13,679,616	36,004,219	27,579,322	19,154,424	41,729,027	33,155,377	
<b>SOURCES INFLOW</b>													
Property Rates	1,738,079	1,738,079	1,738,079	1,738,079	1,738,079	1,738,079	1,738,079	1,738,079	1,738,079	1,738,079	1,738,079	1,738,079	20,856,950
Revenue forgone Property Rate	69,833	69,833	69,833	69,833	69,833	69,833	69,833	69,833	69,833	69,833	69,833	69,833	(838,000)
Traffic Fines	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	400,000
Licensing (Leasers)	329,977	329,977	329,977	329,977	329,977	329,977	329,977	329,977	329,977	329,977	329,977	329,977	3,959,720
Services charged - waste	6,775	6,775	6,775	6,775	6,775	6,775	6,775	6,775	6,775	6,775	6,775	6,775	81,302
Interest & Investment Income	409,216	409,216	409,216	409,216	409,216	409,216	409,216	409,216	409,216	409,216	409,216	409,216	4,910,595
Transfers operational	33,729,500	-	-	30,999,500	-	-	30,999,500	-	-	30,999,500	-	-	126,728,000
Rent of Facilities & Equipment	25,570	25,570	25,570	25,570	25,570	25,570	25,570	25,570	25,570	25,570	25,570	25,570	308,834
Interest on outstanding Debt	57,560	57,560	57,560	57,560	57,560	57,560	57,560	57,560	57,560	57,560	57,560	57,560	690,714
Other income	6,863	6,863	6,863	6,863	6,863	6,863	6,863	6,863	6,863	6,863	6,863	6,863	82,351
<b>TOTAL INFLOW</b>	<b>36,406,706</b>	<b>2,677,206</b>	<b>2,677,206</b>	<b>33,676,706</b>	<b>2,677,206</b>	<b>2,677,206</b>	<b>33,676,706</b>	<b>2,677,206</b>	<b>2,677,206</b>	<b>33,676,706</b>	<b>2,677,206</b>	<b>2,677,206</b>	<b>157,178,466</b>
<b>CASH OUTFLOW</b>													
Salaries, wages & allowances	3,186,452	3,186,452	3,186,452	3,186,452	3,186,452	3,186,452	3,186,452	3,186,452	3,186,452	3,186,452	3,186,452	3,186,452	38,237,419
Councillors remuneration	829,583	829,583	829,583	829,583	829,583	829,583	829,583	829,583	829,583	829,583	829,583	829,583	9,955,000
Debt Impairment												4,000,000	4,000,000
Other Materials	2,018,819	2,018,819	2,018,819	2,018,819	2,018,819	2,018,819	2,018,819	2,018,819	2,018,819	2,018,819	2,018,819	2,018,819	24,225,828
Finance Charges	8,833	8,833	8,833	8,833	8,833	8,833	8,833	8,833	8,833	8,833	8,833	8,833	106,000
Depreciation												12,000,000	12,000,000
Contract Services	211,667	211,667	211,667	211,667	211,667	211,667	211,667	211,667	211,667	211,667	211,667	211,667	2,540,000
Other general Expenses	5,096,750	4,846,750	4,846,750	5,096,750	4,846,750	4,846,750	5,096,750	4,846,750	4,846,750	4,846,750	4,995,503	4,846,750	59,059,753
<b>TOTAL OUTFLOW</b>	<b>11,352,103</b>	<b>11,102,103</b>	<b>11,102,103</b>	<b>11,352,103</b>	<b>11,102,103</b>	<b>11,102,103</b>	<b>11,352,103</b>	<b>11,102,103</b>	<b>11,102,103</b>	<b>11,102,103</b>	<b>11,250,856</b>	<b>27,102,103</b>	<b>150,124,000</b>
Surplus / deficit					16,275,667						16,275,667		48,627,000
Capital Grants													
Bank balance	25,054,602	16,629,705	8,204,808	30,529,411	22,104,513	13,679,616	36,004,219	27,579,322	19,154,424	41,729,027	33,155,377	8,730,480	55,881,466

## CAPITAL ESTIMATES - CASHFLOW

SUMMARY	WARD	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
<b>TECHNICAL SERVICES</b>														
Ezindlovini masulumane road	Ward 11			510,371	525,000	525,000	947,926	1,184,907	1,184,907	1,421,888	285,766			6,887,880
Nsukumbili velabusha road	Ward 4			510,371	525,000	525,000	947,926	1,184,907	1,184,907	1,421,888	811,886			7,438,120
Nsukumbili Velabusha Bridge	Ward 8													300,000
Sokalezangoma mshudu road	Ward 10													5,000,000
Egaguzi Access Road	Ward 09			420,000	708,234	1,165,234	765,623	601,455	536,500	347,000	240,566	215,000		5,000,000
Manguzi Multi Purpose Centre	Ward 17			420,000	708,234	1,165,234	765,623	601,455	536,500	347,000	240,566	215,000		5,000,000
Luwane Community Centre	Ward 06			210,000	608,234	585,622	665,623	501,455	258,000	300,000	240,566	150,500		3,500,000
Welcome Community Centre	Ward 14			210,000	608,234	585,622	665,623	501,455	258,000	300,000	240,566	150,500		3,500,000
Kwambila Community Centre	Ward 1			210,000	608,234	585,622	665,623	501,455	258,000	300,000	240,566	150,500		3,500,000
Mlamula Community Centre	Ward 15			210,000	608,234	585,622	665,623	501,455	258,000	300,000	240,566	150,500		3,500,000
Phelandaba Community Centre	Ward 9			210,000	608,234	585,622	665,623	501,455	258,000	300,000	240,566	150,500		3,500,000
Mangakulana Community Centre	Ward 16			210,000	608,234	585,622	665,623	501,455	258,000	300,000	240,566	150,500		3,500,000
Ndwangu Causeway	Ward 12			210,000	608,234	585,622	665,623	501,455	258,000	300,000	240,566	150,500		3,500,000
Ward 17 Causeway	Ward 17			210,000	864,000			167,040	269,769	449,616	179,846	47,328		1,200,000
Hlokhoko Community Centre	Ward 13			210,000	608,234	585,622	665,623	501,455	258,000	300,000	240,566	150,500		3,500,000
Security and Gate House	Administration			210,000										2,700,000
Manaba	Ward 15			200,000						775,000	440,000		340,000	525,250
Mboza electrification	Ward 13	875,000	610,000	675,000	675,000	350,000	250,000	200,000		10,000				651,000
shweni-ntshongwe electrification	Ward 7	875,000	610,000	675,000	675,000	450,000	415,000	200,000						450,000
ward 8 Electrification	Ward 8		735,000		420,000	1,110,000	1,285,000	1,220,000	775,000					1,500,000
Manaba Sportfield	Ward													3,600,000
Mseletu Sportfield	Ward 05													300,000
Zamazama Sportfield	Ward				20,000	78,000	200,000	200,000	432,000	10,000				150,000
Bhekabantu Sportfield	Ward9	367,500	607,500	500,000				1,200,000			1,200,000			150,000
Vehicles; Disaster , Traffic	Administration			1,200,000										1,200,000
Website Development	Administration			150,000							150,000			350,000
Network Infrastructure	Administration			150,000										350,000
Firewall	Administration			240,000										500,000
Jaws of life	Administration			350,000										413,029
Solar Energy	Administration			500,000			500,000			500,000			500,000	2,000,000
Manguzi/Mbatzwana Town steelight(led)	Ward 17			413,029			413,028			413,029			413,028	1,652,114
Shops(communitiy)	Administration			400,000										400,000
Shelters	Administration				36,000			66,000	355,300	42,700				1,000,000
<b>FINANCIAL SERVICES</b>														
Computers	Administration													
Furniture	Administration				100,000			100,000			100,000			300,000
<b>LIBRARY DEPARTMENT</b>														
Computers	Administration													
Furniture & Equipment	Administration													
<b>TRAFFIC DEPARTMENT</b>														
Computers	Administration													
Furniture and equipment	Administration													
<b>LOCALECONOMIC DEVELOPMENT</b>														
Furniture and equipment	Administration													
Street Lights	Administration													
<b>COMMUNITY SERVICES</b>														
Municipal Skips	Administration													
		2,117,500	2,562,500	9,393,771	#####	9,918,444	12,230,109	11,244,441	7,808,653	8,571,737	5,863,006	2,128,656	1,253,028	84,754,364

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Vote / Indicator	Unit of Measurement	Annual Target	Quarter Ending September 2015		Quarter Ending December 2015		Quarter Ending March 2016		Quarter Ending June 2016		Explanation of Variance
			Budget	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
<b>Department - Municipal Managers Office</b>											
<b>KPA, Municipal Environmental, Safety and Management</b>											
<b>Votes: Executive and Council</b>											
1. Mayoral Office											
Report on implementation of budget	Submit quarterly report to Council	4	HR								
Performance indicators in SDBIP	Made Public in July 2015	1	HR	1					1		
Performance agreements in SDBIP	Made Public in July 2015	1	HR	1							
Process 2015/2016 key deadlines for budget & IDP	Tabled in August 2015	1	HR	1							
Mid year performance assessment report	Tabled in January 2016	1	HR								
Adjustment budget	Tabled in February 2016	1	HR								
Annual Report	Tabled in January 2016	1	HR								
Draft budget, revisions to IDP, resolutions and other related documents	Tabled in March 2016	1	HR								
Operation of Auditor-General and Oversight report	Council resolution in March 2016	1	HR								
Consolidated report on draft budget	No. of Meetings in April 2016	4	HR	1							
Consolidated report on draft budget	Amended budget in May 2016	1	HR						1		
Service Delivery and Budget Implementation Plan for 2015/16	Council Resolution- Approve in May 2016	1	HR								
<b>2. Municipal Manager's Office</b>											
Monthly budget statements to Mayor and PT	No. of statements	12	HR	3					3		
Monthly budget statements and mid year budget and Performance assessment for 2014-15	Table to council January 2016	1	HR	1							
Consolidated report of sub-wards	Table the report quarterly	4	HR						1		
Report to council on expenditure incurred on staff salaries, wages, etc.	Submit the report quarterly to Council	4	HR	1							
Time schedule of key deadlines for budget and IDP process for 2015-16	Made Public in August 2015	1	HR	1							
Annual financial statements to Auditor - General - 2014/15	Submit end of August 2015	1	HR						1		
IDP consultation processes starts in August 2014	No of IDP & Budget steering committee meeting	4	HR	1							
Internal strategic Consultation processes for 2015	No of Representative forums meeting	2	HR	1					1		
Engages with national and provincial sector departments on sector specific programmes for alignment with IDP	Begin in October 2015	6	HR	3							
Impact of different service delivery levels on state & municipalities	Letter of engagement in September 2015	2	HR	1							
	Inform community in November 2015	1	HR						1		

Unit of Measurement	Annual Target	Revised Target	Quarter Ending September 2014 Projected	Quarter Ending December 2014 Projected	Quarter Ending March 2015 Projected	Quarter Ending June 2015 Projected	Explanation of Variance
<b>Municipal Manager (continued)</b>							
Mayor, AT and PT	1	1					
Annual report	1	1					
Annual report to AG, PT and COGTA	1	1					
Annual report to AG, PT and COGTA	1	1					
Draft budget and plans for next 5 years to Mayor - 2015-16	1	1					
Overnight report of annual report - 2013-14	1	1					
Table Draft Budget and Budget Related Policies to Mayor for 2015/2016	1	1					
Draft SGP and annual performance agreement to Mayor for 2015/2016	1	1					
Submitted to National Treasury 2015/16	1	1					
KPA, Municipal Information and Institutional Development	1	1					
Municipal Manager	1	1					
Communication Plan	1	1					
No of Staff meetings	4	4	1	1	1	1	
No of Council meetings	12	12	3	3	3	3	
No of Council Meetings	4	4	1	1	1	1	
No of departmental meetings	12	12	3	3	3	3	
No of MANCO meetings	12	12	3	3	3	3	
No of meetings	4	4	1	1	1	1	
Completed by 20 March 2016	100%	1,795,200	1	897,500	1	897,500	
No of agreements signed by July 2015	5	5	6				
Submitted with AFS to AG in August 2015	1	1					
No of resolutions	4	4	1	1	1	1	
Completed by May 2016	100%	650,000	1	162,500	1	162,500	
No of staff and councillors trained	1	1					
Rand value of trainings	1	1					
No of staff with audit conducted	1	1					
WCCSP to be used to LOSETA	1	1					
No of people assessed to LOSETA	100%	73,920	1	18,480	1	18,480	
No of EAP Committee Report	4	4	1	1	1	1	
Proof of Attendance to Rehab	6	472,400	1	2	1	422,400	
number of policies	4	4	1	1	1	1	
Rand value of the projects	4	858,624	1	1	1	1	
No of SWME Trainings	4	4	0	0	0	0	
No of people to be trained or capacitated	204	3,590,400	51	897,500	51	897,500	
No of Ward held committee meetings (IDP)	4	4	0	0	4	4	
Rand value	4	1,214,400	1	303,600	1	303,600	
No of roadshows to be conducted	4	389,600	1	97,400	1	92,400	
Rick assessment plan	4	2,323,200	1	25%	1	25%	
No of audits to be performed & rand value	2	100%	1	1	1	1	
Compliance for MFMA section 75	4	3,590,400	1	897,500	1	897,500	
No of report from IGR Meeting	4	4	1	1	1	1	
No of meeting	4	4	1	1	1	1	
Rand value	4	221,160	1	1	1	1	
No of report tabled to council	4	4	1	1	1	1	
No of report to council	4	4	1	1	1	1	
Completed by June 2016	1	1					
No of report on disaster	12	12	3	3	3	3	
Rand value	1	1	0	0	0	0	
KPA, Crisis, setting Interventions							
Land use Management (LUMS)							
Disaster Management							

Quarterly Projections for Service Delivery Targets and other Performance Indicators

Vote / Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending September 2011		Quarter Ending December 2011		Quarter Ending March 2012		Quarter Ending June 2012		Explanation of Variance
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
Department - Corporate Services KPA Municipal financial viability and management KPA Municipal financial viability and management KPA Municipal financial viability and management KPA Municipal financial viability and management KPA Municipal financial viability and management KPA Municipal financial viability and management KPA Municipal financial viability and management KPA Municipal financial viability and management KPA Municipal financial viability and management KPA Municipal financial viability and management	Submitted to finance in December 2015	1						1				
	Submitted to finance in January 2016	1						1				
	Made public in July 2016	1		1								
	No of Full council meetings	4		1		1		1		1		
	No of EXCO meetings	12		3		3		3		3		
	No of Council meetings	12		3		3		3		3		
	No of Departmental meetings	6		1		2		1		2		
	No of Local Labour forum meetings	6		1		2		1		2		
	No of staff trainees	49		5		5		5		34		
	Rand value		686,400	171600		171600		171600		171600		
KPA Good Governance and Public Participation Review of HR policies Compilation of agendas and minutes Performance agreements and SDGP Municipal Website Performance agreements and SDGP for 2014-15 Municipal newsletter Publication of council meetings	Alignment of policies to poverty and function of the municipality and role of council position	1		0				1				
	Alignment of policies to poverty and function of the municipality and role of council position	2		0						3		
	Proof of submitting to CSSETA on April 2015	1								1		
	No of report	12		3		3		3		3		
	No of policies to be reviewed	12		2		0		0		10		
	Rand value		422,400									
	No of minutes and agenda	4		1		1		1		1		
	Made public in July 2014	5		5								
	No of updates (section 75 ruling)	100%										
	Made Public in July 2014	1		1		1		1		1		
KPA Good Governance and Public Participation Review of HR policies Compilation of agendas and minutes Performance agreements and SDGP Municipal Website Performance agreements and SDGP for 2014-15 Municipal newsletter Publication of council meetings	No of newsletter	4		1		1		1		1		
	No of publications	4		1		1		1		1		

Quarterly Projections for Service Delivery Targets and other Performance Indicators											
Key Indicator (Performance Indicator) (Chief Financial Officer) 1. Voted Finance & Administration	Unit of Measurement	Annual Target	Revised Target	Quarter Ending September		Quarter Ending December		Quarter Ending March		Quarter Ending June	
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
1.1 Budget & Reporting Compilation of financial statements in terms of MFMA	Submitted to Auditor General by 31 August 2015	1	1								
	Rand value		85432	201358		201358		201358		201358	
Time schedule of deadlines for 2015-16 budget	Submitted in August 2014 to NT & PT	1		1		3		3		3	
Communication Plan	No. of departmental staff meetings	12		3		3		3		3	
	No. of portfolio meetings	12		3		3		3		3	
	No. of MANCO meetings	12		3		3		3		3	
Monthly Budget Statements	No. of Statement	12		3		3		3		3	
Section 71 Report for 2014/15	No. of Reports	12		3		3		3		3	
Final Budget 2015/16	Council Resolution February 2015	1		3							
Departmental Financial Statements & prepare proposed 2014/15 budget adjustment	Tabled in 25 January 2015	1				1		1			
Mid year budget statement (section 72 of MFMA)	Tabled in 28 February 2015	1				1		1			
Adjustment budget for 2014/15	Council Resolution June 2015	1								1	
Budget related policies	Tabled in March 2015	1				1		1			
Candidate and prepare Draft Budget for 2015/16	Tabled in March 2015	1				1		1			
Departmental draft S D B I P for 2015/16	Report on Alignment for April 2015	1								1	
Align municipal Budget with GDP	Proof of submission by 30 June 2015	1								1	
Primary banking account detail to PT & Auditor General	Proof of submission by 30 April 2015	1								1	
Departmental Budget to NT (3 copies)	Submitted in April 2015	1								1	
Final Budget 2015/16	Approved in 31 May 2015	1								1	
Departmental Final S D B I P for 2015/16	Submitted in 14 June 2015	1								1	
Final S D B I P for 2015/16 submission to NT & PT	Submitted in 14 June 2015	1								1	
Final Budget 2015/16 submission to NT & PT	Appointment of interns	3		0						3	
1.2. Revenue Reports on credit control and Debts collection management to Finance portfolio	No. of reports	12		3		3		3		3	
Meetings with council attorney to discuss progress on handover debtors	No. of meetings	4		1		1		1		1	
Update of general valuation roll	Completed by 15 in monthly	1		3		3		3		3	
Debtors collection	Percentage of collection to date	100%		15%		15%		15%		15%	
Rates roll-out publication	No. of publications	1								1	
1.3. Expenditure DOHA reports on all grants received	Submitted Monthly	100%		25%		25%		25%		25%	
Payroll is completed timely and accurately	Completed within 4 working days before payroll each month	100%		25%		25%		25%		25%	
Payment of creditors on time in terms of Section 65 of the MFMA	No. Of creditors paid on time	100%		25%		25%		25%		25%	
Expenditure on staff salaries, wages, allowances benefits and general expenses	Report quarterly to Finance Portfolio	12		3		3		3		3	
Payroll reconciliation and returns	Completed and submitted with 7th each month	12		3		3		3		3	
Vendor statement of account	Completed by April 2015	2		1		1		1		1	
Payroll variance reports	Completed monthly	100%		25%		25%		25%		25%	
Creditors reconciliation	Completed monthly	100%		25%		25%		25%		25%	
VAT Reconciliation and submission	No. Of Declaration	12		3		3		3		3	
1.4 Asset Management Development and updating of FAR	Internal Audit report on FAR	1				0				1	
	Rand value		700000							750000	
1.5 Supply Chain Management Invitation of Suppliers to register	Publication in July 2014	2		1		0		1		0	
SCM reports in accordance to regulations, policy and procedures	Submitted monthly	100%		25%		25%		25%		25%	
Procurement plan	Completed in July 2014	2		1		1		1		1	
Outsourcing of goods and services	Procurement of goods and services in-house	100%		25%		25%		25%		25%	

Quarterly Projections for Service Delivery Targets and other Performance Indicators

Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending September		Quarter Ending December		Quarter Ending March		Quarter Ending June		Explanation of Variance
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
<b>Parameters: Community and Social Services</b>												
<b>KPA: Municipal Emergency Services</b>												
<b>1. Voice Manager Traffic:</b>												
Compilation Agenda & Minutes	No. of Agendas and Minutes	12		3		3		3		3		
Overall Budget 2015/16	Submitted for Finance in December 2014	1				1						
Final SDBP 2015/16	Submitted in February 2015	1						1				
Final SDBP 2015/16	Submitted in May 2015	1								1		
<b>KPA: Municipal Transformation and Organizational Development</b>												
<b>Communication Plan</b>												
No. Of departmental meetings	No. Of departmental meetings	12		3		3		3		3		
No. Of MOKCO meetings	No. Of MOKCO meetings	12		3		3		3		3		
No. Of Portfolio Meetings	No. Of Portfolio Meetings	12		3		3		3		3		
<b>KPA: Good Governance and Public Participation</b>												
Compilation of agendas and minutes	No. of minutes and agendas	12		3		3		3		3		
<b>KPA: Basic Service Delivery and Infrastructure</b>												
<b>1. Traffic</b>												
Road safety projects	No. Of vehicles stopped	12000		3000		3000		3000		3000		
	No. Of Drivers Stopped	6000		1500		1500		1500		1500		
	No. Of Vehicle screened for speed limiting	6000		1500		1500		1500		1500		
	No. Of Road blocks	12		3		3		3		3		
	No. Of direct charge on drunken driving	12		3		3		3		3		
	No. Of suspended Vehicles	24		6		6		6		6		
	No. Of suspended drivers	24		6		6		6		6		
	2 vehicle delivered in August 2014	100%										
<b>2. Fire Fighting</b>												
Fire awareness campaigns	No. of fire awareness campaigns	12		3		3		3		3		
Road value	Road value	110000		27500		27500		27500		27500		
<b>3. Road Transport / Service delivery</b>												
Drivers license Coaching	No. of bookings	4800		1200		1200		1200		1200		
	No. of bookings	120		30		30		30		30		
	No. of bookings	200		200		200		200		200		
	No. of PRDP issued and permits	800		200		200		200		200		
	No. of Removal of drivers license	2800		700		700		700		700		
	No. of bookings	72		18		18		18		18		
	No. of Duplicate learners issued											
	Rand Value		(3 958 720)	(889 930)		(889 930)		(889 930)		(889 930)		
<b>KPA: Basic Service Delivery and Infrastructure</b>												
<b>Special programmes</b>												
Quality, commit and disability forum	Quality, commit and disability forum	2		1		1		1		1		
Road Value	Road Value	53800		53800		53800		53800		53800		
No. of programmes	No. of programmes	5		1		1		1		1		
Rand Value	Rand Value	211200		211200		211200		211200		211200		
No. of programmes	No. of programmes	2		0		0		0		0		
Rand Value	Rand Value	1200000		600000		600000		600000		600000		
No. of programmes	No. of programmes	8		2		2		2		2		
Rand Value	Rand Value	2010227		502557		502557		502557		502557		
No. of programmes	No. of programmes	9		2		2		2		2		
Rand Value	Rand Value	450000		112500		112500		112500		112500		
No. of programmes	No. of programmes	4		1		1		1		1		
Rand Value	Rand Value	1244800		311200		311200		311200		311200		
<b>3. Voice LIBRARY SERVICES</b>												
<b>Basic Service Delivery and Infrastructure</b>												
Book exchange	No. of libraries	360		90		90		90		90		
Book exchange	No. of libraries	720		180		180		180		180		
Book exchange	No. of libraries	10000		2500		2500		2500		2500		
Book exchange	No. of libraries	480		120		120		120		120		
Audio Visual circulation	No. of audio visual circulation	1		0		0		0		0		
Library Functions: Readerhood	No. of Functions	1		0		0		0		0		
Library week	No. of programmes	1		0		0		0		0		
World book day	No. of programmes	1		0		0		0		0		
Reading competition	No. of events events	1		1		1		1		1		
	Rand Value	87 648		21912		21912		21912		21912		



Vote / Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending September		Quarter Ending December		Quarter Ending March		Quarter Ending June		Explanation of Variance
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
<b>Department of Technical and Planning</b>												
<b>4. Vote: Planning &amp; Development</b>												
<b>Vote: Finance and Administration</b>												
Completion of agendas	No of agendas for portfolio meetings	12		3		3		3		3		
Final budget 2015/16 proposals	Submit to finance in December 2014	1		1		1		1		1		
Final SGBs for 2015/16	Submit in February 2016	1										
Final SGBs for 2015/16	Submit by 20 May 2016	12		3		3		3		3		
Communication Plan	No. of Experimental meetings	12		3		3		3		3		
<b>Vote: Infrastructure</b>												
Municipal Access roads: Endindini Masulamane	No of km's completed by June 2016	4	6847880	1721970		1721970		1721970		1721970		
	Rand Value											
Municipal Access roads: Nkumbuli Velahele Rd	No of km's completed by June 2016	4	7438120	1859530		1859530		1859530		1859530		
	Rand Value											
Sakalezangoma Road	No of km's completed by June 2016	4	5000000	1250000		1250000		1250000		1250000		
	Rand Value											
Egagiri Access Road	Completion certificate	1	5000000	1250000		2		1250000		1250000		
	Rand Value											
Nkumbuli Bridge	No of km's completed by June 2016	2	300000	75000		75000		75000		75000		
	Rand Value											
Integrated Electrification: Moza	No of households connected to electricity by June 2016	250	6300000	1575000		1575000		1575000		1575000		
	Rand value											
Integrated Electrification: Sibhoweni	No of households connected to electricity by June 2016	250	5500000	1375000		1375000		1375000		1375000		
	Rand value											
Integrated Electrification: Ward 8	No of households connected to electricity by June 2016		0	675000		675000		675000		675000		
Integrated Electrification: Manaba	No of household connected to electricity by June 16		0									
	Rand Value											
Sports Grounds: Manaba	Completion certificate by June 2016	100%	500000	125000		125000		125000		125000		
	Rand value											
Sports Grounds: Mankeni Sportfield	Completion certificate by June 2016	100%	651000	162750	0	162750		162750		162750		
	Rand value											
Sports Grounds: Zamazama Sportfield	Completion certificate by June 2016	100%	450000	112500		112500		112500		112500		
	Rand value											
Sports Grounds: Bhakabani Sportfield	Completion certificate by June 2016	100%	1500000	375000		375000		375000		375000		
	Rand value											
Upgrading access to municipal gate	Completion certificate by June 2016	100%	200000	200000		200000		200000		200000		
	Rand value											
Cashiers office	Completion certificate by June 2016	100%	0	0		0		0		0		
	Rand Value											
Shelters	Completion certificate by June 2016	100%	1000000	250000		250000		250000		250000		
	Rand Value											
Mangosi Mall Centre	Completion certificate by June 2016	100%	3500000	875000		875000		875000		875000		
	Rand Value											
Luhave Community Centre	Completion certificate by June 2016	100%	3500000	875000		875000		875000		875000		
	Rand Value											
Welcome Community Centre	Completion certificate by June 2016	100%	3500000	875000		875000		875000		875000		
	Rand Value											
Kwambili Community Centre	Completion certificate by June 2016	100%	3500000	875000		875000		875000		875000		
	Rand Value											
Mamula Community Centre	Completion certificate by June 2016	100%	3500000	875000		875000		875000		875000		
	Rand Value											
Macrogonyepa Community Centre	Completion certificate by June 2016	100%	3500000	875000		875000		875000		875000		
	Rand Value											
Mankakana Community Centre	Completion certificate by June 2016	100%	3500000	875000		875000		875000		875000		
	Rand Value											
Nkonga Caspaway	Completion certificate by June 2016	100%	1200000	300000		300000		300000		300000		
	Rand Value											
Ward 17 Caspaway	Completion certificate by June 2016	100%	1200000	300000		300000		300000		300000		
	Rand Value											
Hakobane Community Centre	Completion certificate by June 2016	100%	1200000	300000		300000		300000		300000		
	Rand Value											
Other Assets	Completion of codroom by June 2016	100%	10002114	2650529		2650529		2650529		2650529		
	Rand value											

Chief Financial Officer

Municipal Manager